ASSESSMENT OF EMPLOYEES ENGAGEMENT AND ITS IMPACT ON EMPLOYEES JOB SATISFACTION OF PRIVATE UNIVERSITIES IN HIMACHAL PRADESH

SYNOPSIS OF THE THESIS

Submitted by

Kapil Kapoor

(Registration No. 17RSMPHM004)

Under supervision of

Dr. Jatinder Kaur

In Partial Fulfillment of the Requirements

for the Degree of

DOCTOR OF PHILOSOPHY

Revised Title. for Synopsis. Approved. 18/12/2021

SCHOOL OF MANAGEMENT
FACULTY OF ENIGNEERING & MANAGEMENT
ABHILASHI UNIVERSITY
CHAILCHOWK, MANDI (H.P.) – 175028

ASSESSMENT OF EMPLOYEES ENGAGEMENT AND ITS IMPACT ON EMPLOYEES JOB SATISFACTION OF PRIVATE UNIVERSITIES IN HIMACHAL PRADESH

SYNOPSIS OF THE THESIS

Submitted by

Kapil Kapoor

(Registration No. 17RSMPHM004)

Under supervision of

Dr. Jatinder Kaur

In Partial Fulfillment of the Requirements

for the Degree of

DOCTOR OF PHILOSOPHY

SCHOOL OF MANAGEMENT
FACULTY OF ENIGNEERING & MANAGEMENT
ABHILASHI UNIVERSITY
CHAILCHOWK, MANDI (H.P.) – 175028

DECLARATION

I hereby declare that the dissertation synopsis entitled "**Assessment of Employees Engagement and its Impact on Employees Job Satisfaction of Private Universities in Himachal Pradesh**" to be submitted for the partial fulfillment of the Degree of Doctor of Philosophy is my original work and the dissertation has not formed the basis for the award of any degree, diploma, associateship or fellowship of similar other titles. It has not been submitted to any other University or Institution for the award of any degree or diploma.

Place: Chailchowk, Mandi (H.P.)
Date: 21/10/2020

(Kapil Kapoor)
(Registration No. 17RSMPHM004)

Recommended &Forwarded to
The Dean, Faculty of Engineering & Management:

Place: Chailchowk, Mandi (H.P.)
Date: 22/Oct/20

Assistant Professor
School of Management
Abhilashi University, Chail Chowk
Teh. Chachyot, Distt. Mandi (H.P.)-175028

(Supervisor)
(Dr. Jatinder Kaur)
Assistant Professor
School of Management
Abhilashi University, Mandi (HP)

Forwarded for further action to
The Director (Research),
Abhilashi University, Mandi (HP).

Place: Chailchowk, Mandi (H.P.)
Date: 22/10/2020

Dean
Faculty of Engineering & Technology
Abhilashi University, Chail Chowk
Tehsil Chachyot, Distt. Mandi (H.P.)

Dean
(Faculty of Engineering & Management)
Abhilashi University, Mandi (HP)

URKUND

Document Information

Analyzed document	INTRODUCTION.docx (D69232741)
Submitted	4/26/2020 6:32:00 PM
Submitted by	Jatinder kaur
Submitter email	jatinderksohal@gmail.com
Similarity	9%
Analysis address	jatinderksohal.abhi@analysis.urkund.com

Sources included in the report

W	Fetched: 10/11/2019 6:25:03 AM URL: https://shodhgangotri.inflibnet.ac.in/bitstream/123456789/5765/1/pdf.pdf	11
W	Fetched: 4/26/2020 6:36:00 PM URL: https://www.researchgate.net/publication/311935037_Overall_satisfaction_and_employee_engagement_level-_A_study_of_Mahavir_Spinning_Mills	1

Index

Sr. No.	Description	Page
	DECLARATION	**ii**
	Anti-Plagiarism Certificate	**iii**
	Index	**iv**
1.	**Introduction**	1-6
	1.1 Employee Engagement	1
	1.2 Key Drivers of Employee Engagement	2
	1.3 Challenges in Employee- Employer Relationship	3
	1.4 Scenario of Higher Education in India	4
	1.5 Education Scenario in Himachal Pradesh	5
2.	**Literature Review**	7-9
	2.1 Review	7
	2.2 Research Gap	9
3.	**Need of The Study**	10
4.	**Scopeof The Study**	11
5.	**Objectives of the Study**	12
	5.1 Hypotheses	12
6.	**Research Methodology**	13-14
7.	**Proposed ChapterScheme**	15
8.	**References**	16-18

1. INTRODUCTION

"***Engaged employee are in the game for the sake of the game; they believe in the cause of the Organization***" – **Paul Marciano**[1]

The big business organizations flourish due to the contributions made by its employees those are engaged by it. The employees relate them emotionally with their work for which they have been recruited by the organization and it's these employees which leads to success of the organization both financially and commercially. The employees stretch themselves for providing better & better output and set the new performance standards by beating their own achievements.

In a research report of Accenture it has been concluded that for Indian companies the major challenge related to talent management is to keep their employees highly productive, satisfied, engaged and at the same time committed too[2]. World over the organizations are working for enhancing and improving the employee engagement. For achieving this the employees are given opportunities to express their concerns and enhance their potential. In a research article Sarangi[3] have concluded that the competitors of any organization may have the knowledge of the performance of the organization, but they can't copy the enthusiasm, dedication and performance of the employees who have been engaged for the work.

Likewise, the private sector educational institutions especially engaged in higher education need to start working in corporate type work culture so that the employees of these organization remain satisfied.

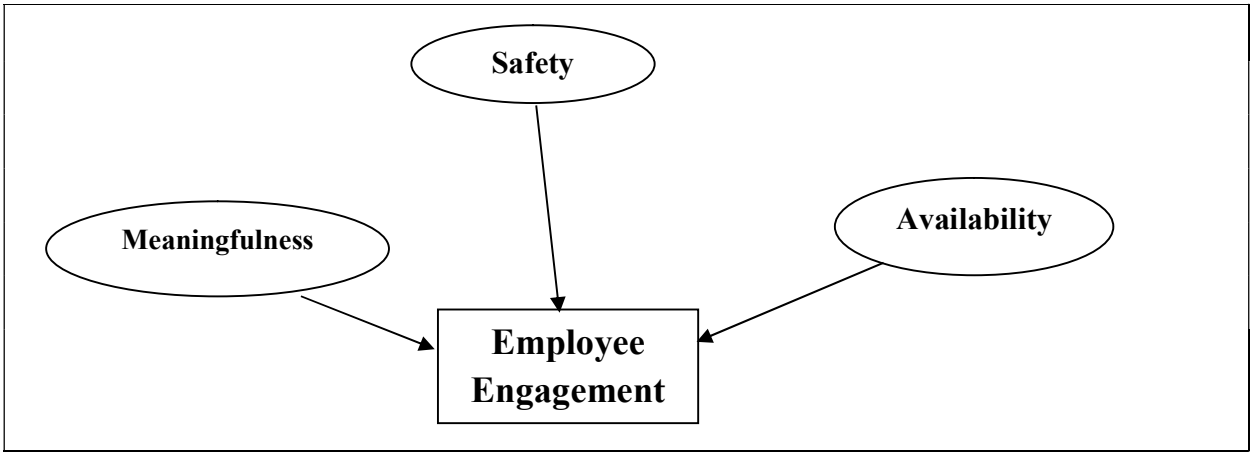
1.1 **Employee Engagement**

The use of physical, emotional and cognitive measures have a role in their engagement as employees was first of all explained and conceptualized in 1990 by Kahn[4]. Thus as per Kahn, the employee engagement can be attributed to employees commitment and involvement in the values of the organization one is working for, as the employees are aware of the scenario of their work and always trying for improving their performance in the job in association of their co-workers so that they along with the organization can be benefitted. In brief it can be said that every sector

should work to nurture and cultivate the culture to achieve the goals by two-way relationship between employer and employees.

Figure 1

Model of Employee Engagement



Source: Engagement Model by Kahn (1990)

The association of any individual with the organization one is working for is measured and indicated by employee engagement. The employees are emotionally connected with the success of the organization they work for. The HR persons of the organizations face the biggest challenge in employee engagement depends upon the various factors that include the treatment of the employees by the organizations and the experience of the employees in that organization. These factors are most important as most of the employees are fully committed with the goals of the organization, except a few who never give their best for the organization, as this leads them to have their needs fulfilled and feel satisfied.

1.2 **Key drivers of employee engagement**

In a study published by Conference Board on Employee Engagement, and after studies done by Gallop, Blessing White, Towers Perrin and Corporate Leadership Council, have concluded [5] that the following as the main factors which effect the Employee Engagement,

i) nature of job

ii) growth opportunities

iii) trust & integrity

iv) development opportunities available
v) members and co-workers in the team
vi) relation with the superiors
vii) linking of individual performance with organizational performance
viii) pride and respect of the company

In addition to these factors, Siddhanta& Roy[6]have contributed other factors also that play a vital role in Employee Engagement:

i) leadership
ii) job expectations
iii) availability of adequate & proper tools for job
iv) motivation
v) appreciations
vi) recognitions & incentives
vii) feedback

1.3 Challenges in Employee- Employer Relationship:

In recent timeframe, the relation between employee-employers has shown an exemplar shift. Expectations of both employee as well as employer are changing. As a result of globalization, increasing competitiveness, changing business environment, organizations have a strong need of acquiring the best talent and also to retain that for a longer period. Since, in the present time no employee wants to be stagnant in its career. Some employees keep on switching their organizations either because of dissatisfaction or because of short term commitments. They use their work experience as a stepping stone to move ahead. So it's a big challenge in front of the organizations to retain their employees for a longer period in order to survive and gain success[7](Bates). Henceforth, employee engagement might act as 'deal-breaker' for those organizations whose aim is to attain sustainable success[8](Gemma Robertson-Smith and Carl Markwick, Report 469).Bersin[9] have listed five major strategies and elements includingmeaningful work, encouraging management, inclusive human workplace, growth opportunities and transparent visionto improve the work culture in organizations instead of

depending on the individualistic approach to enhance the employee engagement. Moreover, based on the level of engagement among employees Gallup[10] have categorized employees under three types as:

1. **ENGAGED**: These are the employees who feel a strong bond with their organsiations. They work with innovation and a thrust to move their organisations in forward directions.

2. **NOT-ENGAGED:** These employees are in the category who put their time in the organisations but not the energy to their work. They don't show any zeal for their organisations. Basically they are 'checked out'.

3. **ACTIVELY DISENGAGED:** Third category of employees are those who are unhappy at work and they behave in a disrespectful manner representing their unhappiness. Moreover, they also discourage those who are engaged and working for their organisations.

1.4Scenario of Higher Education in India

Pandit Jawaharlal Nehru, the first Prime Minster of India, have described the importance of the Institutions of Higher Education, as they have significant and decisive role in the development of the nation, in the following words,

"A university stands for humanism, for tolerance, for reason, for the adventure of the ideas and for the search of truth. It stands for onward march of human race towards even higher objectives. If the universities discharge their duties adequately, then it well with the nation and the people."

The responsibility of making better, ready, competent, professional and responsible citizens in this 21st century is on the shoulders of the employees including the faculty of the higher education sector. Presently in this truly competitive world, the higher education sector requires the committed & dedicated faculty and staff, as since independence the education

system of the country has seen a rapid growth and is emerging as the largest education system of the world.

As in India, education sector is the one which is in the initial phases of its growth, it bears really an important responsibility of enabling and grooming the young generation of the nation as competent professionals. This in turn will bring the reforms in this sector. Hence, keeping in view the requirements, importance and proper timing to restructure the education sector, the Ministry of Human Resource Development (MHRD) has set the reform agenda.

In the words of Nobel laureate Hans Krebs, only a great teacher is accountable to produce a great student. Therefore, a teacher can be lead player who can shape the future of education. They can teach, motivate and encourage their pupil to move out from the boundaries of books and enter to a practical world. Unfortunately, in India, the main concentration of academic institutions is on attracting and admitting good students instead of attracting and selecting good teachers [11](Ahuja). It is worth disturbing that in educational institutes, major issues being faced these days is higher absenteeism and disinterest related to their work. These issues need proper attention and solutions on immediate basis in case growth is required in academic sector[12]. (Pandit). This thought raised the interest to enquire more about the work engagement among teachers.

1.5 Education Scenario in Himachal Pradesh

Shimla, the capital of Himachal Pradesh was once the summer capital of the state during British Raj. This was the reason for establishment of lot of educational institutes here. After 1971, when the state got its full statehood, efforts of the government and zeal of people made the level of higher education to reach at remarkably higher level. During 1970, Himachal Pradesh University was the only place where higher education could be attained. But at present, the scenario has changed a lot and the list of higher educational institutes in the state has enlarged. Now there are 6 state universities, 1 central university, 17 Private Universities, 90 plus colleges, 17 Engineering colleges, 11 Pharmacy Colleges, 6 medical colleges, 5 dental colleges, 3

Ayurveda Colleges, 1 IIT, 1 IIIT, 1IIM & 1 NIT and 50 Polytechnics. A few of the prominent higher educational institutes in the state are:

A. Indian Institute of Advance Studies, Shimla
B. Indian Institute of Technology, Mandi
C. Indian Institute of Management, Sirmour
D. Indian Institute of Information Technology, Una
E. National Institute of Technology, Hamirpur
F. National Institute of Fashion Design, Kangra
G. Himachal Pradesh University, Shimla
H. CSK H.P. Krishi Vishvidyalay Palampur
I. Dr. Y.S. Parmar University of Horticulture & Forestry.

Among the above Dr. Yashwant Singh Parmar University of Horticulture and Forestry is the only University in Asia that imparts knowledge and research in horticulture, forestry and related disciplines.

As per Census 2011, Himachal is the state having highest literacy rates i.e. 83.78%. Among which literacy rate among males is 90.83% and among females is 76.60%. This has become possible only because of availability of educational institutes which are well scattered in all parts of the state. Among these institutes there are some highly reputed colleges that are imparting knowledge varying from management field to medical sciences[13].

2. LITERATURE REVIEW

In this section, numerous studies of various authors have been summarized:

Joo and Shim [14]concluded that personal & job characteristics along with organizational form the main parameters of organizational commitments. Moreover, it was also documented that in the public sector of Korea, learning culture existing in the organizations and level of empowerment are also responsible for the higher level of commitment in the organisations.

Siddhanta and Roy[15]have used the past studies along with secondary data collected for research & corporate analysis. The study identified the key drivers of engagement, different methods that could be used to measure it and lastly the means by which disengaged employees could be handled.

Janetius, Padmanabhan and Mini TC [16]have speculated, that the concepts adopted by industrial and corporate sector can be applied in higher Education sector also, in his studies conducted around Coimbatore (TN).The researchers has enlisted the characteristics and antecedents of engaged employees specifically in higher educational institutes. Besides the research has also categorized the teachers in four categories based on their level of engagement.

Brown[17]conducted employee engagement survey among the faculty and staff and concluded that these can help the administration i/c Chancellors/Vice-Chancellors/ Deans and others to align towards the goals and achievements through productivity and competitiveness.

Dajani [18]have identified the factors affecting the engagement in Egyptian banking sector along with relationship between engagement, performance and organizational commitment levels. Conclusion of the study depicts that all the organizational variables considered in the study were having association with engagement level among which leadership was the strongest predictor.

Bray[19] in Harvard Business Review have considered IDEO's Employee Engagement Formula that the factors like turnover, absenteeism and non-contribution among employees can be eliminated with affective, continuance and normative commitment.

Graber[20]concluded that adoption of the holistic approach to understand people engagement leads to people stick around and do their best for the organization. Despite of considering engagement as low, medium and high organisations should focus on the perception of the employees which will affect their performance and behavior.

Flaherty[21]have concluded in his article that in higher education institutions, the faculty members are not actively engaged in the work except among the small private sector organization where they are more emotionally and intellectually committed.

Hakeem and Gulzar[22]have investigated the effect of tenure of service and demography like gender, age etc. on the employee engagement among faculty of University of Kashmir. Based on random sampling it was concluded that the faculty in the university was highly engaged with no significant difference between male and females academicians and that of age groups.

Khan and Yadav [23] studied about the leadership style impact on employee engagement among the faculty members of management institutes. The analysis of the study documented the clear relationship between both the variables stated above and also with the organizational performance. As per the study the organizations must move beyond motivational strategies toward engagement strategies.

Santa Monica [24]concluded from the study titled "2016 Employee Engagement and Retention in Higher Education" that the disengagement of employees in higher education Institutions due to factors viz. lack of employee professional development opportunities and extra work loads. Hence this level of disengagement results to a higher level of employee turnover rates.

Ahmed, Kumar & Rafi [25] highlighted regarding the importance of engaged workforce to ensure the persistent success of the organizations. Based on the primary study on the 200 employees

working in service sector of North Kashmir, the study indicated a significant relationship between employee engagement and performance of organizations.

Akingbola & Berg [26] focused their study on the factors and consequences of employee engagement mainly in Non-profit organizations. The findings of the study clearly figure it out that engagement among employees of these organizations is totally a result of behavior. Moreover, value congruence is the major antecedent among the three i.e. employees, job and the organizations.

The above review states that employee engagement is a unique construct that has much scope for further exploration and has intense implications for organizations in the present era. The literature shows that the concept of engagement has been presented in several ways. And different researchers have provided varied definitions. Moreover, the area which needs further exploration is related to the determinants of engagement. A proper focus on employee engagement and satisfaction can provide competitive advantage to the organizations. Besides, in the present dynamic work environment, it has become vital for faculty & staff of the organisations to be engaged to their institution and their work not only emotionally but cognitively too.

2.2 The Research Gaps

At present the Employee Engagement and satisfaction has not been a domain of research in academic institutions for very long, there exist a few research gaps which need consideration for better understanding of this concept and making it applicable for long term success. Previous researches have pointed out few variables related to employee engagement on which further research could be carried out which includes conceptual development, relationship with performance and health, and management intervention[27] (Bakker and Leiter). Henceforth, in the present study an attempt has been made to have insight about the concept of engagement, factors that affect engagement and its relationship with job satisfaction specifically among the employees of academic institutions.

3. NEED OF THE STUDY

Quality education is the base of any organisation whether educational or non- educational organisations of a nation. But, today's students are facing number of challenges in gaining high quality education. Among them mental stress is one of the major cause resulting from higher education cost. Engaged staff of an institute can become the solution to this increasing problem. They can help their students in identifying their problem issues, practice intrusive counseling which can help the students in overcoming their stress levels. Moreover, engaged staff teaching as well as non- teaching are the pillars behind students' success. They are committed to their work on psychological and emotional grounds too.

Besides, a study conducted by Flaherty [28] on Faculty Workplace Engagement pointed out that faculty members who are working at small private institutes are more attached intellectually as well as emotionally to what they are doing. It also revealed that faculty members who are off the tenure track are much worried about job security, job freedom, compensation and other such measures. This motivated the researcher to study about the Employee Engagement especially among the staff of higher educational institutes.

4 SCOPE OF THE STUDY

In many of the organisations, disengagement is one the issue being faced today. To move on and grow high, the organisations must think and execute beyond employee motivation strategies. They should work towards increasing the levels of employee engagement and make their employees more satisfaction. The present study will be an attempt to trace out the recent factors of engagement among employees and satisfaction in them.

Moreover, the concept is considered more in corporate sector where the authorities are working on engagement of employees along with the motivational strategies. But, the education sector is lacking behind in engaging their workforce. They still are facing the problem of disinterest and absenteeism among their employees. These problems need to be addressed on priority basis. This thought leads to enquire about the issue of employee engagement and satisfaction in education sector. The studies on the related subject has already been carried out in European countries but less researched in India.

Hence, the object of the present study is to investigate the dynamics of engagement among the faculty and staff employed in the private universities in the Indian state of Himachal Pradesh.

5 OBJECTIVES OF THE STUDY

The study is being carried out to achieve the following objectives and to address to investigate the dynamics of engagement of the Faculty and staff engaged by Universities in Himachal Pradesh particularly the Private Universities.

1. To evaluate the employee engagement and satisfaction in higher education institutes.
2. To identify the factors affecting employee engagement amongst the employees of higher education institutes.
3. To study the relationship between employee engagement and job satisfaction in higher education institutes.
4. To analyse the impact of demographic variables on employee engagement.
5. To provide suggestive measures required for enhancement of engagement and satisfaction amongst the employees of higher education institutes under study.

5.1 Hypotheses:

$H_0$1: There is no significant relationship between employee engagement and job satisfaction.

$H_0$2: There is no significant difference of employee engagement level of employees working in the higher education institutes with respect to different demographic variables.

6 RESEARCH METHODOLGY

6.1 Design:

For the present study, descriptive research design will be utilized. The descriptive study is used to have a general overview of the subject under study. It involves natural observation of the research subject without any influence or control.

6.2 Data collection:

To get the in-depth knowledge related to Engagement and satisfaction, its factors and implications, both primary and secondary data from the relevant sources will be obtained.

i. Primary data will be collected by using questionnaire.
ii. The secondary data will be obtained from literature available in books, journals, case studies, universities websites, educational publications, newspapers, researches done on this area and from internet websites, which will facilitate recent trends and information in this specific area of research under study.

6.3 Study population:

The study will cover faculty and staff employed in Private Universities in Himachal Pradesh. The state comprises of 12 districts having a total of 24 universities i.e. 6 State Universities, 1 Central University and 17 Private Universities.

6.4 Sampling technique and sample size:

Respondents will be drawn from universities located in Mandi, Hamirpur, Kangra, Shimla and Solan districts. The universities in these districts have been selected as it has maximum number of faculty and staff under their employment. To have a better representation, quota sampling technique will be followed to draw the sample. The respondents for the present study will be drawn from faculty and staff working in Private Universities. The sample will consist of approximately 300-400 respondents working in teaching as well as in non-teaching staff.

6.5 The Research Instrument:

In order to measure employee engagement and satisfaction level, data will be collected using a structured questionnaire containing statements related to the objectives of the study.

For the purpose, the standardized instrument of Utrecht Work Engagement Scale (UWES) will be used.

6.6 Statistical Analysis:

The filled in questionnaires will be checked for completeness and then analyzed with the help of SPSS. Statistical techniques and tests that will be used includes Cronbach's alpha for reliability measurement, factor analysis, Chi-square, correlation, regression so as to arrive at authentic conclusions.

7 PROPOSED CHAPTER SCHEME

The study shall be divided in the following tentative chapters:

Chapter 1. INTRODUCTION

1.1 Employee Engagement

1.2 Key drivers of Employee Engagement

1.3 Challenges in Employee- Employer Relationship

1.4 Scenario of Higher Education in India

1.5 Education scenario in Himachal Pradesh

Chapter 2. LITERATURE REVIEW

2.1 Review

2.2 Research Gaps

Chapter 3. RESEARCH DESIGN

3.1 Need and Scope of the Study

3.2 Objectives of the Study

3.3 Hypotheses of the Study

3.4 Study Population

3.5 Sampling technique and sample size

3.6 The Research Instrument

3.7 Data Collection

3.8 Statistical Analysis

Chapter 4. DATA ANALYSIS AND INTERPRETATION

Chapter 5. SUMMARY, FINDINGS AND CONCLUSION

REFERENCES

ANNEXURES

REFERENCES:

[1]Kevin. (2015). *Kevin Kruse*. Retrieved from 27 Best Employee Engagement Quotes: https://www.kevinkruse.com/employee-engagement-quotes/

[2]Ahuja, S., & Modi, S. (2015). *Employee work engagement: an empirical study of higher education sector in Punjab* (Doctoral dissertation, Lovely Professional University).

[3]Sarangi, S. (2012). Impact of Organizational Culture and Communication on Employee Engagement: An investigation of Indian Private Banks. South Asian Journal of Management.

[4]Kahn, W.A. (1990). Psychological conditions of personal engagement and disengagement at work, Academy of Management Journal, Vol. 33, pp. 692–724.

[5]Gallup (2006), ′Gallup study: engaged employees inspire company innovation: national survey finds that passionate workers are most likely to drive organizations forward′, The Gallup Management Journal.

[6]Siddhanta, A.& Roy, D. (2010) Employee engagement Engaging the 21st century Workforce, Asian Journal of management research, ISSN 2229–3795.

[7]Bates, S. (2004), ′Getting engaged′, HR Magazine, 49(2), 44–51

[8]Smith, G.R. & Markwik, C. (Report 469). Employee Engagement: A review of current thinking. Brington, U.K.: Institute of Employment Studies.

[9]Bersin, J. (2015). Becoming Irrestable: A new model for employee engagement DELOITEE UNIVERSITY PRESS, Deloitee Review Issue

[10]Gallup (2006), ′Gallup study: engaged employees inspire company innovation: national survey finds that passionate workers are most likely to drive organizations forward′, The Gallup Management Journal.

[11]Ahuja, S. (2016). Employee Work Engagement: An Empirical Study of Higher Education Sector in Punjab. Shodhganga@INFLIBNET, pp. 13.

[12]Pandit, M.K. (2010), Higher education in India: In search of the teacher, Current Science, Vol. 99 (6), pp. 728-730.

[13] Education in Himachal Pradesh. Retrieved from http://www.bestindiaedu.com/himachal-pradesh.html

[14]Baek-Kyoo JooJi Hyun Shim (2010), Psychological empowerment and organizational commitment: The moderating effect of organizational learning culture, Human Resource Development International, 13(4):425-441Sept. 2010

[15] Siddhanta, A.& Roy, D. (2010) Employee engagement Engaging the 21st century Workforce, Asian Journal of management research, ISSN 2229–3795.

[16]Janetius, Padmanabhan & Mini TC (2013). Engaged Employees in Institutes of Higher Education. Paper for International Conference on "Managing Human Resources at the Workplace".

[17]Brown, K.F. & Sullivan, B. (2014) Employee Engagement Survey Results: Extraordinary Commitment and Dedication to Excellence. Retrieved from university-relations.umn.edu/assets/pdf/ur_content_472532.pdf

[18]Dajani (2015) The Impact of Employee Engagement on Job Performance and Organisational Commitment in the Egyptian Banking Sector, Journal of Business and Management Sciences, Vol. 3, No. 5, pp 138-147

[19]Bray, D. (2015). IDEO's Employee Engagement Formula. Harvard Business Review

[20]Grabber, S. (2015). Motivating people. Harvard Business Review

[21]Flaherty, C. (2015). Going Through the Motions? The 2015 Survey of Faculty Workplace Engagement. Inside Higher Ed's 2015 Survey of College and University Faculty Workplace Engagement.

[22]Hakeem and Gulzar, (2015), Employee Engagement: An Empirical Study of Higher Education Sector in Kashmir, Abhinav International Monthly Referred Journal of Research in Management &Technology, Vol 4, Issue 4, ISSN NO.2320-0073.

[23]Khan, M. & Yadav, D.K. (2016). Impact of Leadership Style on Employee Engagement in Context of Education Sector, Specifically Business Management Institutes

[24]Monica, S. (2016). Study Makes the Case for Employee Engagement in Higher Education Institutions. Cornerstone OnDemand and Ellucian survey.

[25]Driving Performance and Retention Through Employee Engagement, Zenith International Journal of Multidisciplinary Research, ISSN 2231-5780 Vol.8 (1), JAN. (2018), pp. 10-20

[26]Akingbola, k. & van den Berg H.A. (2019), Antecedents, consequences and context of employees' engagement in nonprofit organization. Review of Public Personnel Administration 39(1),46.

[27]Arnold B. Bakker; Simon L. Albrecht; Michael P. Leiter (2010), Work engagement: Further reflections on the state of play, European Journal of Work and Organizational Psychology 20(1):74-88

[28]Flaherty, C. (2015). Going Through the Motions? The 2015 Survey of Faculty Workplace Engagement. Inside Higher Ed's 2015 Survey of College and University Faculty Workplace Engagement.